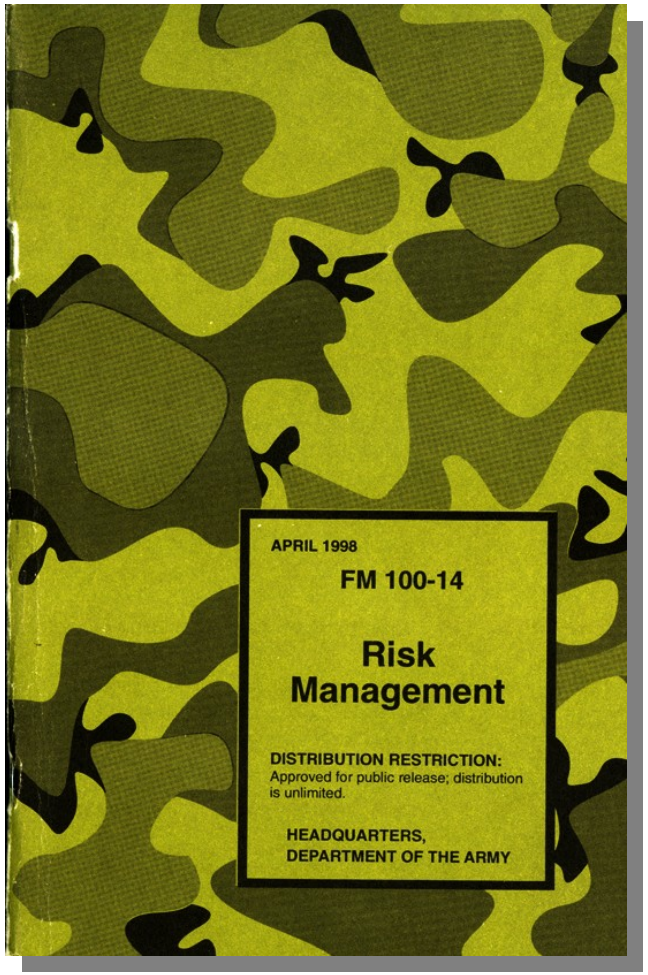
Protect the Force through
RISK MANAGEMENT
Leaders save soldiers
IPR8-328

Purpose

- To introduce employees to the Risk Management process.
- To integrate safety and risk management into all aspects of installation activities.
- To ensure compliance with established Army regulations and guidance.

Policy and Doctrine

- **DODI 6055.1 Safety and Occupational Health Program**
- **AR 385-10, Army Safety Program**
- **FM 101-5, Staff Organizations and Operations**
- **FM 100-14, Risk Management**



Risk Management

- **The process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits.**

Terminology

- Risk Management
- Hazard
- Harm
- Risk
- Danger
- Inherently Dangerous
- Exposure
- Probability
- Severity
- Risk Assessment
- Residual Risk
- Risk Decision
- Risk Management Integration

Hazard

- **Any actual or potential condition that can cause injury, illness, or death of personnel, damage to or loss of equipment, property or mission degradation (FM 101-5).**

Harm

- **Harm represents physical injury, death, ill health, property and equipment damage or any other form of associated loss.**

Risk

- **Chance of hazard or bad consequences; the probability of exposure to chance of injury or loss from a hazard; risk level is expressed in terms of hazard probability and severity.**

Danger

- **Exposure or vulnerability to harm or risk; the balance between the chance or probability of a hazardous incident and the result of the hazardous incident.**

Inherently Dangerous

- **An activity or task containing a danger to life or limb that is a permanent and inseparable element of the activity.**

Exposure

- **The frequency and length of time personnel and equipment are subjected to a hazard.**

Probability

- **The likelihood that a dangerous incident will occur.**

Probability

- **Frequent (A) Occurs very often, continuously experienced**
- **Likely (B) Occurs several times**
- **Occasional (C) Occurs sporadically**
- **Seldom (D) Remotely possible; could occur at some time**
- **Unlikely (E) Can assume it will not occur, but not impossible**

Severity

- **The expected consequence of an event (hazardous incident) in terms of degrees of injury, property damage, or other mission-impairing factors (loss of combat power and so on) that could occur.**

Severity

- **Catastrophic (I) Death or permanent total disability, system loss, major property damage.**
- **Critical (II) Permanent partial disability, temporary total disability in excess of 3 months, major system damage, significant property damage.**

Severity

- **Marginal (III) Minor injury, lost workday accident, compensation injury or illness, minor system damage, minor property damage.**
- **Negligible (IV) First aid or minor supportive medical treatment, minor system impairment.**

Risk Assessment

- **Identification and assessment of hazards (first two steps of risk management process); and identified hazard is assessed to determine the risk (both the probability of occurrence and resulting severity) of a hazardous incident due to the presence of the hazard.**

Residual Risk

- **The level of risk remaining after controls have been identified and selected for hazards that may result in loss of combat power.**

Risk Decision

- **The decision to accept or not accept the risks associated with an action; made by the Commander, Leader, or individual responsible for performing that action.**

Risk Management

- **The process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits.**

Risk Management Integration

- **The embedding of risk management principles and practices into Army operations, culture, organizations, systems, and individual behaviors.**

Risk Management

- **Risk Management is:**
  - **A systematic 5-step process that can be applied to any situation, program, or environment.**
- **The standard for Risk Management is an informed decision at the appropriate level.**
- **It is NOT an excuse to not complete a task or operation.**

Risk Management Concept

- **Not just “common sense” or “something good leadership have always done.”**
- **It is an important tool!**
- **The level of detail that goes into the process depends on the “time available” and the “extent of the risk”.**

Risk Management vs Gambling

- **Bold, aggressive leaders and risk takers are needed, admired, and endorsed in the Army.**
- **Gamblers, if they are successful, are hard to separate from the bold risk taker.**
- **Sooner or later the gambler loses!**

Risk Management vs Gambling

- The key difference between the risk manager and gambler is:
  - the risk managing leader can reasonably predict the outcome
  - the gambler is only guessing!

Incident Cause Factors

- **Equipment and Material**
- **Environment**
- **Human**

Equipment and Material Factors

- **Failures and Malfunctions**
  - **A fault in the equipment that keeps it from working as designed, therefore causing or contributing to an accident.**

Environment Factors

- **Environmental Conditions**
  - **Any natural or manmade surroundings that negatively affect performance of individuals, equipment or materials and causes or contributes to an accident.**

Human Factors

- **Human Error**
  - **An individual's actions or performance is different than what is required and results in or contributes to an accident.**

Sources of Human Error

- **Leadership Failure**
  - **Leadership does not enforce known standard.**
- **Training Failure**
  - **Employee not trained to known standard (insufficient, incorrect or no training on task).**
- **Standards Failure**
  - **Standards and procedures not clear or practical, or do not exist.**

Sources of Human Error

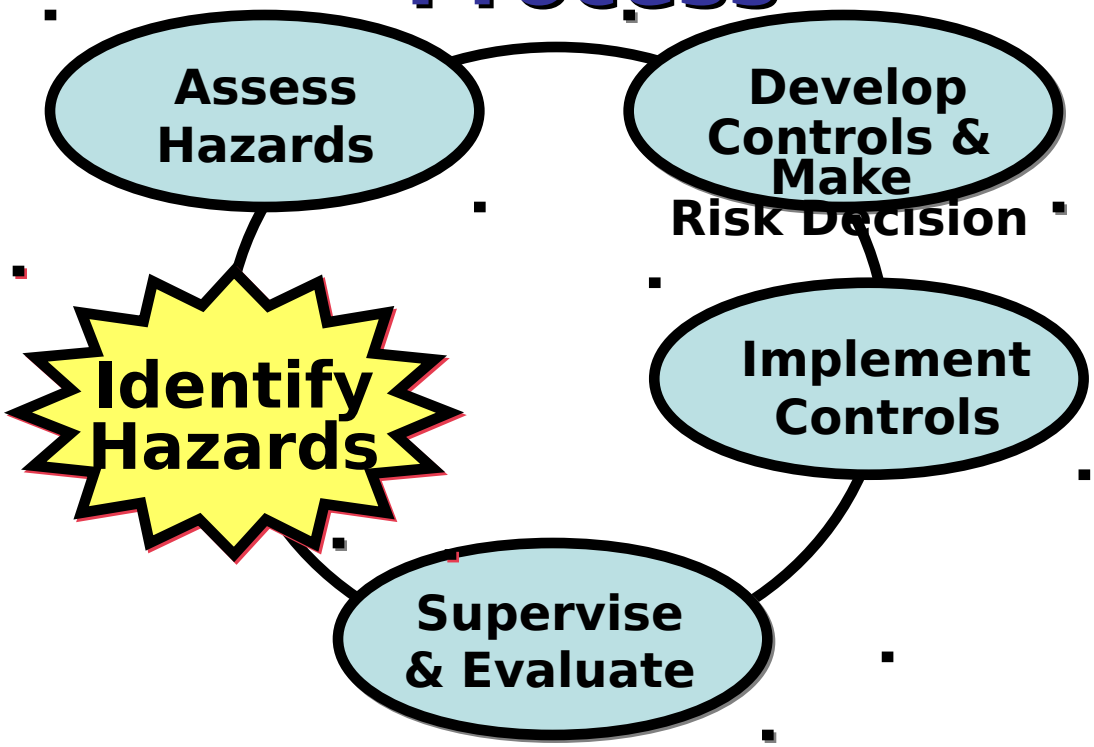
- **Support Failure**
  - **Equipment or material improperly designed or not provided.**
- **Individual Failure**
  - **Employee knows and is trained to standard but elects not to follow the standard (self-discipline).**

Risk Management

- **The process of identifying, assessing, and controlling hazards arising from operational factors and making decisions that balance the risk costs with mission benefits.**

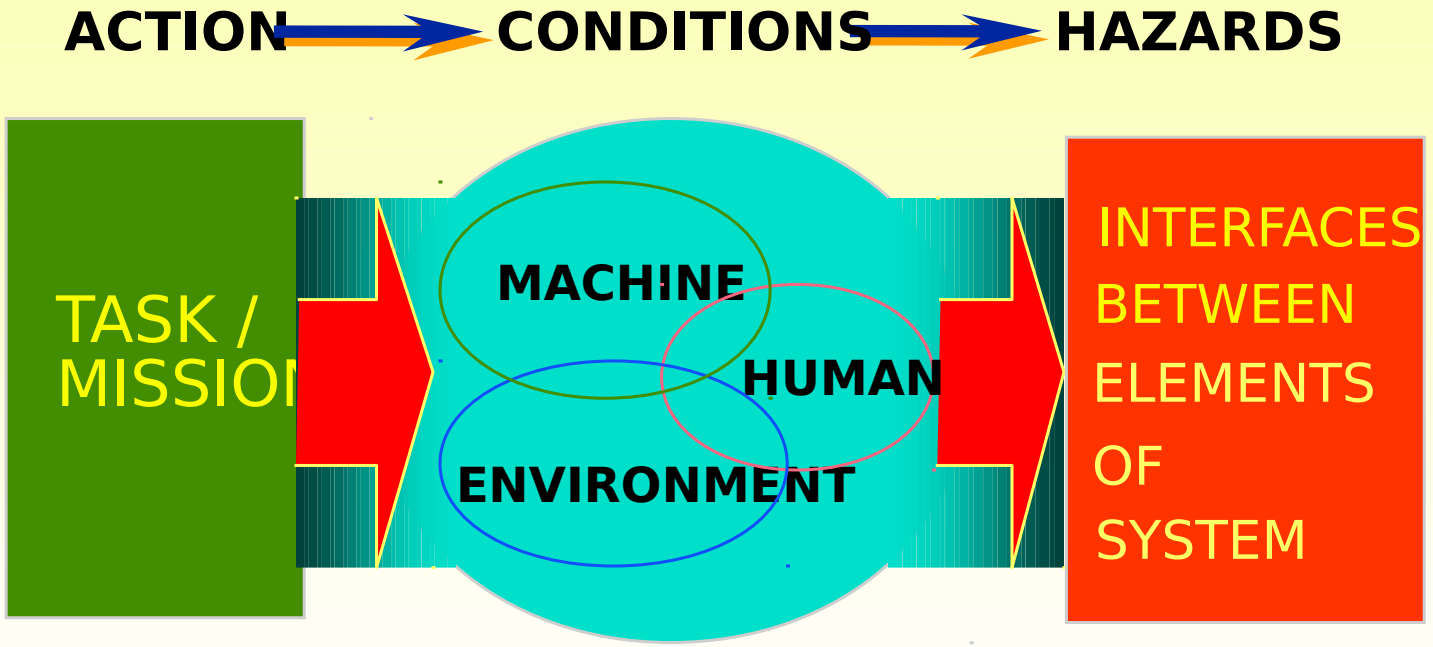
Step 1: Identify Hazards

Risk Management Process



- **Identify Hazards: to protect the force. Consider all aspects of current and future situations, environment, and known historical problem areas.**

What are Hazards?



Hazard: Any real or potential condition that can cause injur
illness, or death of personnel, damage to or loss of
equipment or property, or mission degradation.

Risk Management Form

- Sample to fill out in following scenario

Identify Hazards

- **Identify those hazards most likely to result in:**
  - **Injury, illness, or death of personnel**
  - **Damage to or loss of equipment, property, and productivity**
  - **Mission degradation**

What Do Hazards Effect?

- **Individuals**
- **Equipment**
- **Mission**
- **Morale**
- **Productivity**

How Do We Identify Hazards?

- Experience
- Historical Data
- Accident Investigations
- Audits, Surveys, and Inspections
- Close Call – Recalls
- Intuitive Analysis, Cause and Effect
- Job Safety Analysis, Activity Hazard Analysis
- Suggestions
- Etc.

1. Organization and Unit Location: Rock Island Arsenal					2. Page	1	of	1
3. Mission/Task: Unload Material from Semi Tractor Trailer				4. Begin: 01/01/2003	5. End: 12/31/2003		6. Date Prepared: 12/28/2003	
7. Operational Phase in which the Mission/Task will be conducted: Initial Phase - Ongoing								
8. Prepared by: (Name/Rank/Duty Position) John Smith, WG-6907-05, Material Handler								

9. Identified Hazards:	10. Assess the Hazards: Initial Risk:				11. Developed Control Measures for Identified Hazards: (Specific measures taken to reduce the probability and severity of a hazard)	12. Make Risk Decisions: Remaining Risk:				13. How to Implement the Controls: (Include SOPs and References, PCI, etc.)	14. Supervision and Evaluation by: (Continuous, Leader Checks, Buddy System, SITREP, etc.)
(Be Specific)	L	M	H	E	(Be Specific)	L	M	H	E	(Be Specific)	(Be Specific)
1. Injury from lifting heavy items 2. Injury to employee, or damage to material/equipment during forklift operations 3. Heat Injuries 4. Inexperienced forklift operators 5. Injury/damage during pallet jack operations 6. Injury/spill/contamination while dealing with HAZMAT. 7. Hand injuries while handling materiel 8. Damage to materiel while packing/unpacking											

15. Remaining Risk Level After Countermeasures Are Implemented: (CIRCLE HIGHEST REMAINING RISK LEVEL) ➔	LOW	MEDIUM	HIGH	*EXTREMELY HIGH General Officer Approval Req'd

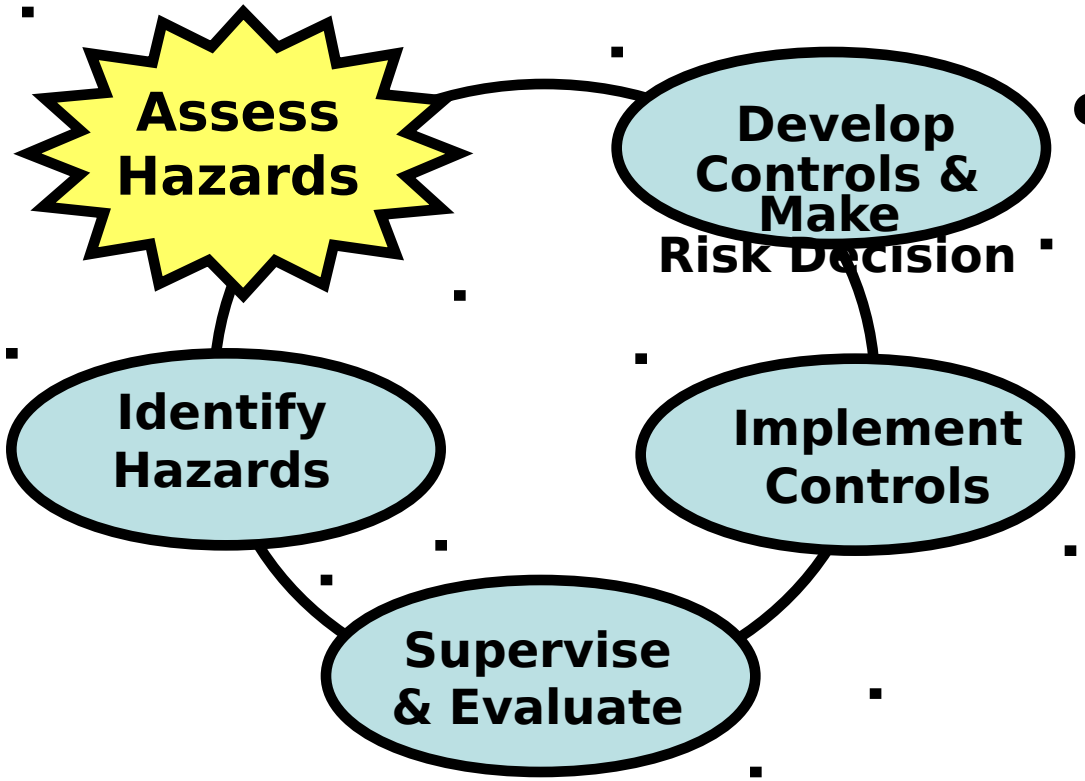
16. RISK DECISION AUTHORITY: (Approval Authority Signature Block) (If Initial Risk Level High or Extremely High, Brief Risk Decision Authority at that level on Controls and Countermeasure used to reduce risks.)

(Signature indicates only that the appropriate risk decision authority was notified of the initial risk level, control measures taken and appropriate resources requested)

Original - Division Copy 1 - Safety Office for review Copy 2 - Retain with operation document *Authority for Extremely High is the first General Officer in the chain of command

Step 2: Assess Hazards

Risk Management Process



- **Assess Hazards: to determine risks. Assess the impact of each hazard in terms of potential loss and cost, based on probability and severity.**

Risk Management Matrix

Severity		Probability				
		Frequent	Likely	Occasional	Seldom	Unlikely
		A	B	C	D	E
Catastrophic	I	E	E	H	H	M
Critical	II	E	H	H	M	L
Marginal	III	H	M	M	L	L
Negligible	IV	M	L	L	L	L

E - Extremely High Risk **RAC 1**

H - High Risk **RAC 2**

M - Moderate Risk **RAC 3**

L - Low Risk **RAC 4 & 5**

Probability

- **Frequent (A) Occurs very often, continuously experienced**
- **Likely (B) Occurs several times**
- **Occasional (C) Occurs sporadically**
- **Seldom (D) Remotely possible; could occur at some time**
- **Unlikely (E) Can assume it will not occur, but not impossible**

Severity

- **Catastrophic (I) Death or permanent total disability, system loss, major property damage.**
- **Critical (II) Permanent partial disability, temporary total disability in excess of 3 months, major system damage, significant property damage.**

Severity

- **Marginal (III) Minor injury, lost workday accident, compensation injury or illness, minor system damage, minor property damage.**
- **Negligible (IV) First aid or minor supportive medical treatment, minor system impairment.**

1. Organization and Unit Location: Rock Island Arsenal					2. Page	1	of	1
3. Mission/Task: Unload Material from Semi Tractor Trailer			4. Begin: 01/01/2003		5. End: 12/31/2003		6. Date Prepared: 12/28/2002	
7. Operational Phase in which the Mission/Task will be conducted: Initial Phase - Ongoing								
8. Prepared by: (Name/Rank/Duty Position) John Smith, WG-6907-05, Material Handler								

9. Identified Hazards:	10. Assess the Hazards: Initial Risk:				11. Developed Control Measures for Identified Hazards: (Specific measures taken to reduce the probability and severity of a hazard)	12. Make Risk Decisions: Remaining Risk:				13. How to Implement the Controls: (Include SOPs and References, PCI, etc.)	14. Supervision and Evaluation by: (Continuous, Leader Checks, Buddy System, SITREP, etc.)
(Be Specific)	L	M	H	E	(Be Specific)	L	M	H	E	(Be Specific)	(Be Specific)
1. Injury from lifting heavy items		X									
2. Injury to employee, or damage to material/ equipment during forklift operations		X									
3. Heat Injuries		X									
4. Inexperienced forklift operators	X										
5. Injury/damage during pallet jack operations		X									
6. Injury/spill/contamination while dealing with HAZMAT.			X								
7. Hand injuries while handling materiel		X									
8. Damage to materiel while packing/unpacking		X									

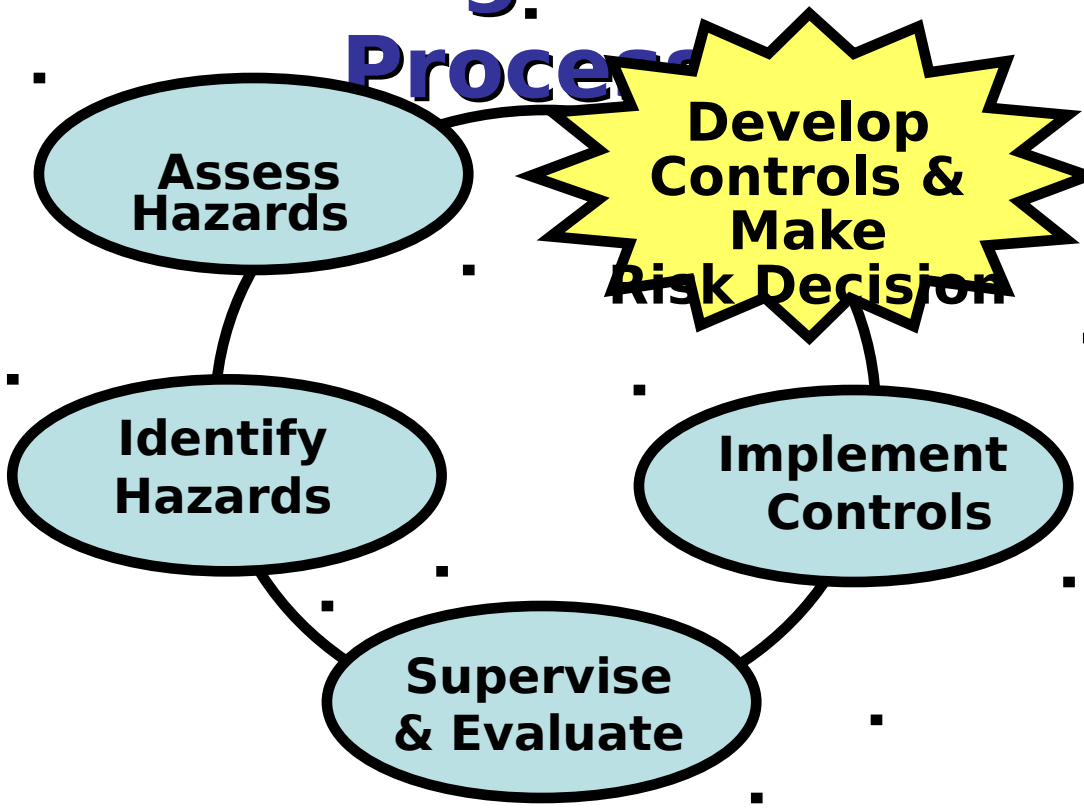
15. Remaining Risk Level After Countermeasures Are Implemented: (CIRCLE HIGHEST REMAINING RISK LEVEL) ➔	LOW	MEDIUM	HIGH	*EXTREMELY HIGH General Officer Approval Req'd

16. RISK DECISION AUTHORITY: (Approval Authority Signature Block) (If Initial Risk Level High or Extremely High, Brief Risk Decision Authority at that level on Controls and Countermeasure used to reduce risks.)

(Signature indicates only that the appropriate risk decision authority was notified of the initial risk level, control measures taken and appropriate resources requested)

Original - Division Copy 1 - Safety Office for review Copy 2 - Retain with operation document *Authority for Extremely High is the first General Officer in the chain of command

Step 3: Develop Controls & Make Risk Decision



- **Develop Controls and Make Risk Decisions.**
  Develop control measures that eliminate the hazard or reduce its risk to an acceptable level. As control measures are developed, risks are reevaluated until all risks are reduced to a level where benefits outweigh potential cost.

Develop Controls

- **Consider:**
  - **Are controls established?**
  - **Is the control practical and in line with regulatory requirements?**
  - **Does the control create a new hazardous condition?**
  - **Is the control within authority level?**
- **Question:**
  - **Has the control affected probability or severity or both?**

Residual and Mission Risk Levels

- **Determine anticipated residual risk for each hazard as if the control is in place.**
- **Determine the overall mission risk level.**

  "Overall mission risk will not be lower than the highest residual risk."

Make Risk Decision

- **Make an informed risk decision at the appropriate level of command.**
- **Accept risks only if the benefits outweigh the costs or losses.**

  "If the risk is too high, reject course of action or elevate to next decision level."

1. Organization and Unit Location: Rock Island Arsenal						2. Page	1	of	2
3. Mission/Task: Unload Material from Semi Tractor Trailer					4. Begin: 01/01/2003		5. End: 12/31/2003		6. Date Prepared: 12/28/2002
7. Operational Phase in which the Mission/Task will be conducted: Initial Phase - Ongoing									
8. Prepared by: (Name/Rank/Duty Position) John Smith, WG-6907-05, Material Handler									
9. Identified Hazards:	10. Assess the Hazards: Initial Risk:				11. Developed Control Measures for Identified Hazards: (Specific measures taken to reduce the probability and severity of a hazard)	12. Make Risk Decisions: Remaining Risk:				13. How to Implement the Controls: (Include SOPs and References, PCI, etc.)	14. Supervision and Evaluation by: (Continuous, Leader Checks, Buddy System, SITREP, etc.)
(Be Specific)	L	M	H	E	(Be Specific)	L	M	H	E	(Be Specific)	(Be Specific)
1. Injury from lifting heavy items		X			-Visually inspect items -Use "buddy team" to lift -Use proper lifting techniques, lift with legs, not back -Do not twist back while lifting/carrying -Use MHE when appropriate	X					
2. Injury to employee, or damage to material/equipment during forklift operations		X			-Perform daily walk around inspection on equipment -Use only fully licensed operators -Ground guide required if operator can't see around load	X					
3. Heat Injuries		X			-Ensure employees have/are drinking plenty of water -Rest plan implemented IAW Heat Category -Employees know how to seek medical attention, local 911	X					
4. Inexperienced forklift operators	X				-Operators using "learner's permits" must have a licensed ground guide -Also, all requirements in #2 apply	X					
5. Injury/damage during pallet jack operations		X			-Use pallet jacks within rated capacity -Pull jacks, except when going downhill or close to obstacles -Do not ride on jacks -Never put feet under jack -Get ground guide if view is obstructed	X					

1. Organization and Unit Location: Rock Island Arsenal					2. Page	2	of	2
3. Mission/Task: Unload Material from Semi Tractor Trailer			4. Begin: 01/01/2003		5. End: 12/31/2003		6. Date Prepared: 12/28/2002	
7. Operational Phase in which the Mission/Task will be conducted: Initial Phase - Ongoing								
8. Prepared by: (Name/Rank/Duty Position) John Smith, WG-6907-05, Material Handler								

9. Identified Hazards:	10. Assess the Hazards: Initial Risk:				11. Developed Control Measures for Identified Hazards: (Specific measures taken to reduce the probability and severity of a hazard)	12. Make Risk Decisions: Remaining Risk:				13. How to Implement the Controls: (Include SOPs and References, PCI, etc.)	14. Supervision and Evaluation by: (Continuous, Leader Checks, Buddy System, SITREP, etc.)
(Be Specific)	L	M	H	E	(Be Specific)	L	M	H	E	(Be Specific)	(Be Specific)
6. Injury/spill/contamination while dealing with HAZMAT.			X		-Follow the MSDS for all HAZMAT -Use serviceable PPE as required – see warehouse supervisor -Employees know how to seek emergency assistance, local 911		X				
7. Hand injuries while handling materiel		X			-No wearing rings allowed in warehouse/dock areas -Wearing watches is discouraged -Use PPE (leather gloves) as required -Keep hands clear of pinch points	X					
8. Damage to materiel while packing/unpacking		X			-Visually inspect items -Don't kick/toss objects out of the way -Visually inspect for sharp edges that will damage containers/nets	X					

15. Remaining Risk Level After Countermeasures Are Implemented: (CIRCLE HIGHEST REMAINING RISK LEVEL) ➔	LOW	MEDIUM	HIGH	*EXTREMELY HIGH General Officer Approval Req'd

16. RISK DECISION AUTHORITY: (Approval Authority Signature Block) (If Initial Risk Level High or Extremely High, Brief Risk Decision Authority at that level on Controls and Countermeasure used to reduce risks.)

(Signature indicates only that the appropriate risk decision authority was notified of the initial risk level, control measures taken and appropriate resources requested)

Original – Division Copy 1 - Safety Office for review Copy 2 - Retain with operation document *Authority for Extremely High is the first General Officer in the chain of command

Step 4: Implement Controls

- **Implement Controls:**

  Put controls in place that eliminate the hazards or reduce their risks.

Implementation Methods

- Design of new Equipment
- Regulations, policy letters, and SOPs
  - Orders
- Briefings and Back-briefs
  - Training
  - Rehearsals
  - Safety Meetings

1. Organization and Unit Location: Rock Island Arsenal					2. Page	1	of	2
3. Mission/Task: Unload Material from Semi Tractor Trailer				4. Begin: 01/01/2003	5. End: 12/31/2003		6. Date Prepared: 12/28/2002	
7. Operational Phase in which the Mission/Task will be conducted: Initial Phase - Ongoing								
8. Prepared by: (Name/Rank/Duty Position) John Smith, WG-6907-05, Material Handler								

9. Identified Hazards:	10. Assess the Hazards: Initial Risk:				11. Developed Control Measures for Identified Hazards: (Specific measures taken to reduce the probability and severity of a hazard)	12. Make Risk Decisions: Remaining Risk:				13. How to Implement the Controls: (Include SOPs and References, PCI, etc.)	14. Supervision and Evaluation by: (Continuous, Leader Checks, Buddy System, SITREP, etc.)
(Be Specific)	L	M	H	E	(Be Specific)	L	M	H	E	(Be Specific)	(Be Specific)
1. Injury from lifting heavy items		X			-Visually inspect items -Use "buddy team" to lift -Use proper lifting techniques, lift with legs, not back -Do not twist back while lifting/carrying -Use MHE when appropriate	X				OPORD FM 10-15	
2. Injury to employee, or damage to material/equipment during forklift operations		X			-Perform daily walk around inspection on equipment -Use only fully licensed operators -Ground guide required if operator can't see around load	X				OPORD Unit SOP FM 10-15 Forklift Manual	
3. Heat Injuries		X			-Ensure employees have/are drinking plenty of water -Rest plan implemented IAW Heat Category -Employees know how to seek medical attention, local 911	X				OPORD SOP Local Policy	
4. Inexperienced forklift operators	X				-Operators using "learner's permits" must have a licensed ground guide -Also, all requirements in #2 apply	X				OPORD SOP	
5. Injury/damage during pallet jack operations		X			-Use pallet jacks within rated capacity -Pull jacks, except when going downhill or close to obstacles -Do not ride on jacks -Never put feet under jack -Get ground guide if view is obstructed	X				OPORD FM 10-15 SOP Forklift Manual	

1. Organization and Unit Location: Rock Island Arsenal					2. Page	2	of	2
3. Mission/Task: Unload Material from Semi Tractor Trailer			4. Begin: 01/01/2003		5. End: 12/31/2003		6. Date Prepared: 12/28/2002	
7. Operational Phase in which the Mission/Task will be conducted: Initial Phase - Ongoing								
8. Prepared by: (Name/Rank/Duty Position) John Smith, WG-6907-05, Material Handler								

9. Identified Hazards:	10. Assess the Hazards: Initial Risk:				11. Developed Control Measures for Identified Hazards: (Specific measures taken to reduce the probability and severity of a hazard)	12. Make Risk Decisions: Remaining Risk:				13. How to Implement the Controls: (Include SOPs and References, PCI, etc.)	14. Supervision and Evaluation by: (Continuous, Leader Checks, Buddy System, SITREP, etc.)
(Be Specific)	L	M	H	E	(Be Specific)	L	M	H	E	(Be Specific)	(Be Specific)
6. Injury/spill/contamination while dealing with HAZMAT.			X		-Follow the MSDS for all HAZMAT -Use serviceable PPE as required – see warehouse supervisor -Employees know how to seek emergency assistance, local 911		X			OPORD FM 10-15 SOP Local Policy	
7. Hand injuries while handling materiel		X			-No wearing rings allowed in warehouse/dock areas -Wearing watches is discouraged -Use PPE (leather gloves) as required -Keep hands clear of pinch points	X				FM 10-15 SOP Local Policy	
8. Damage to materiel while packing/unpacking		X			-Visually inspect items -Don't kick/toss objects out of the way -Visually inspect for sharp edges that will damage containers/nets	X				FM 10-15 SOP	

15. Remaining Risk Level After Countermeasures Are Implemented: (CIRCLE HIGHEST REMAINING RISK LEVEL) ➔	LOW	MEDIUM	HIGH	*EXTREMELY HIGH General Officer Approval Req'd

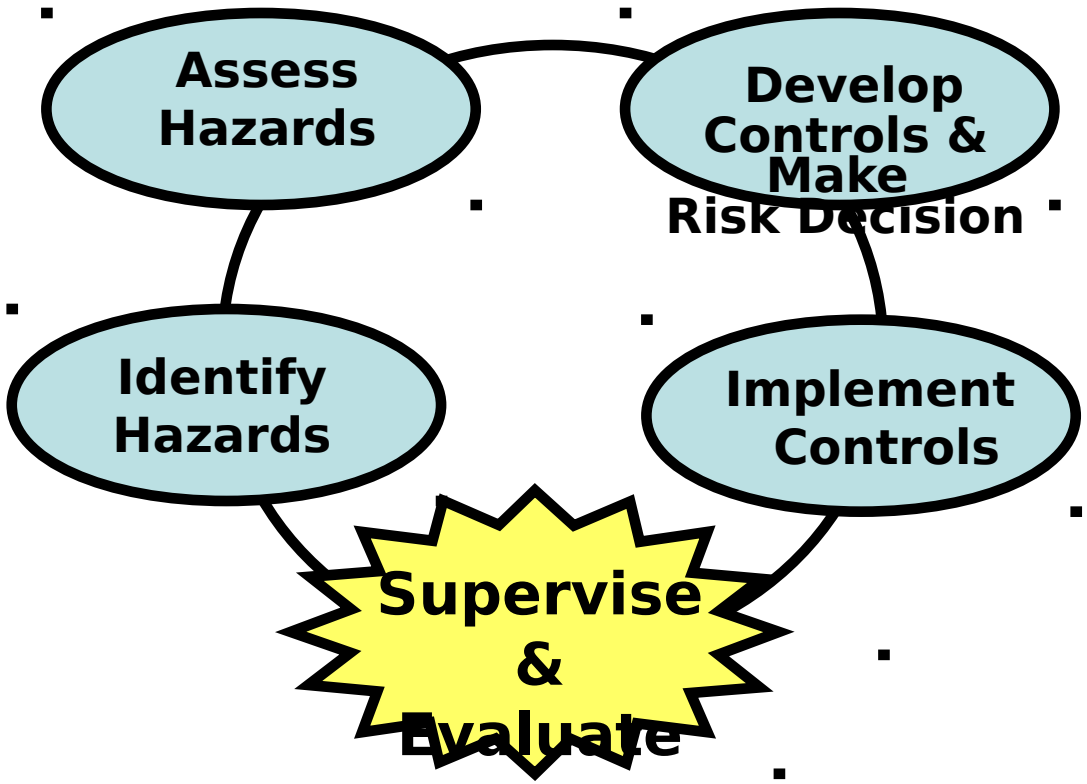
16. RISK DECISION AUTHORITY: (Approval Authority Signature Block) (If Initial Risk Level High or Extremely High, Brief Risk Decision Authority at that level on Controls and Countermeasure used to reduce risks.)

(Signature indicates only that the appropriate risk decision authority was notified of the initial risk level, control measures taken and appropriate resources requested)

Original – Division Copy 1 - Safety Office for review Copy 2 - Retain with operation document *Authority for Extremely High is the first General Officer in the chain of command

Step 5: Supervise & Evaluate

Risk Management Process



- **Supervise & Evaluate.**

  Perform to, and enforce standards and controls. Evaluate the effectiveness of controls and adjust/ update as necessary.

Evaluate

- **Conducted during the execution phase of an operation.**
- **Conducted formally after the operation. Should be considered as mission planning for the next iteration of that task or mission.**

1. Organization and Unit Location: Rock Island Arsenal					2. Page	1	of	2
3. Mission/Task: Unload Material from Semi Tractor Trailer					4. Begin: 01/01/2003	5. End: 12/31/2003		6. Date Prepared: 12/28/2002
7. Operational Phase in which the Mission/Task will be conducted: Initial Phase - Ongoing								
8. Prepared by: (Name/Rank/Duty Position) John Smith, WG-6907-05, Material Handler								

9. Identified Hazards:	10. Assess the Hazards: Initial Risk:				11. Developed Control Measures for Identified Hazards: (Specific measures taken to reduce the probability and severity of a hazard)	12. Make Risk Decisions: Remaining Risk:				13. How to Implement the Controls: (Include SOPs and References, PCI, etc.)	14. Supervision and Evaluation by: (Continuous, Leader Checks, Buddy System, SITREP, etc.)
(Be Specific)	L	M	H	E	(Be Specific)	L	M	H	E	(Be Specific)	(Be Specific)
1. Injury from lifting heavy items		X			-Visually inspect items -Use "buddy team" to lift -Use proper lifting techniques, lift with legs, not back -Do not twist back while lifting/carrying -Use MHE when appropriate	X				OPORD FM 10-15	Continuous Buddy System Leader Checks
2. Injury to employee, or damage to material/equipment during forklift operations		X			-Perform daily walk around inspection on equipment -Use only fully licensed operators -Ground guide required if operator can't see around load	X				OPORD Unit SOP FM 10-15 Forklift Manual	Continuous Leader Checks
3. Heat Injuries		X			-Ensure employees have/are drinking plenty of water -Rest plan implemented IAW Heat Category -Employees know how to seek medical attention, local 911	X				OPORD SOP Local Policy	Continuous Buddy System Leader Checks
4. Inexperienced forklift operators	X				-Operators using "learner's permits" must have a licensed ground guide -Also, all requirements in #2 apply	X				OPORD SOP	Continuous Leader Checks
5. Injury/damage during pallet jack operations		X			-Use pallet jacks within rated capacity -Pull jacks, except when going downhill or close to obstacles -Do not ride on jacks -Never put feet under jack -Get ground guide if view is obstructed	X				OPORD FM 10-15 SOP Forklift Manual	Continuous Leader Checks

1. Organization and Unit Location: Rock Island Arsenal					2. Page	2	of	2
3. Mission/Task: Unload Material from Semi Tractor Trailer			4. Begin: 01/01/2003		5. End: 12/31/2003		6. Date Prepared: 12/28/2002	
7. Operational Phase in which the Mission/Task will be conducted: Initial Phase - Ongoing								
8. Prepared by: (Name/Rank/Duty Position) John Smith, WG-6907-05, Material Handler								

9. Identified Hazards:	10. Assess the Hazards: Initial Risk:				11. Developed Control Measures for Identified Hazards: (Specific measures taken to reduce the probability and severity of a hazard)	12. Make Risk Decisions: Remaining Risk:				13. How to Implement the Controls: (Include SOPs and References, PCI, etc.)	14. Supervision and Evaluation by: (Continuous, Leader Checks, Buddy System, SITREP, etc.)
(Be Specific)	L	M	H	E	(Be Specific)	L	M	H	E	(Be Specific)	(Be Specific)
6. Injury/spill/contamination while dealing with HAZMAT.			X		-Follow the MSDS for all HAZMAT -Use serviceable PPE as required – see warehouse supervisor -Employees know how to seek emergency assistance, local 911		X			OPORD FM 10-15 SOP Local Policy	Continuous Leader Checks
7. Hand injuries while handling materiel		X			-No wearing rings allowed in warehouse/dock areas -Wearing watches is discouraged -Use PPE (leather gloves) as required -Keep hands clear of pinch points	X				FM 10-15 SOP Local Policy	Continuous Buddy System Leader Checks
8. Damage to materiel while packing/unpacking		X			-Visually inspect items -Don't kick/toss objects out of the way -Visually inspect for sharp edges that will damage containers/nets	X				FM 10-15 SOP	Continuous Leader Checks

15. Remaining Risk Level After Countermeasures Are Implemented: (CIRCLE HIGHEST REMAINING RISK LEVEL) ➔	LOW	MEDIUM	HIGH	*EXTREMELY HIGH General Officer Approval Req'd

16. RISK DECISION AUTHORITY: (Approval Authority Signature Block) (If Initial Risk Level High or Extremely High, Brief Risk Decision Authority at that level on Controls and Countermeasure used to reduce risks.)
Judy Johnson, Division Chief
(Signature indicates only that the appropriate risk decision authority was notified of the initial risk level, control measures taken and appropriate resources requested)

Original – Division Copy 1 - Safety Office for review Copy 2 - Retain with operation document *Authority for Extremely High is the first General Officer in the chain of command

The Risk Management Process

Risk Management

- **“New” method that builds on our past and current successes**
- **“Improved” outcomes for Continuous Improvement in Safety Performance**

Risk Management

- ***'Risk management is the Army's principal risk-reduction process to protect the force. Our goal is to make risk management a routine part of planning and executing operational missions.'***

  Chief of Staff, Army, July 1995
  General Dennis Joe Reimer

Protect the Force through
RISK MANAGEMENT
Leaders save soldiers
IPR8-328